

## **Leading Change Throughout Any Organization- Plenary Session**

**Closing Session:** Getting to the Heart of Change

**Featured Speaker:** Doug Krug

**Presentation Summary:** Doug Krug told us that change in any organization comes one person at a time through individual transformation. To change each of us has to decide to overcome negativity, shift from apathy to ownership, deal with all people - including the difficult ones, shift the focus from problems to solutions, communicate without resistance. We need to stop responding automatically to situations from our old mind sets, and become more conscious of what we personally do, particularly what we do well. We need to decide what is working and do more of it because that leads us to be more productive, more satisfied and less stressed.

In the process of “being on a roll” we get better at “being on a roll.” Work becomes a true source of satisfaction. To get on and stay on “a roll”, we have to determine what is it we want to accomplish, what is working to get us there, and why specifically it is working. We need to understand the benefits for all if we accomplish the goals. We can then focus on what we want more of, what we can do better and what to do differently. Doug asked us how many of us start a meeting with “What’s going right” rather than “What’s gone wrong?”

When we start looking at what’s gone right, we can dig into the specifics of what is contributing to the successes and what we need to do (and the resources necessary) to close the gaps between where we are now and the desired state. We don’t need to have detailed plans to do the right things right, but we all need to clearly see the goals and decide what we can do next to best approach them. We should frequently question the assumptions we run on in the light of recent changes; things that used to work may no longer. We should look for the relationships between what we are doing and what others are doing to approach goals. We should constantly be seeking others’ involvement as well as ways to improve whatever we do.

In the past, leaders were the people with the best answers, the people who told others what to do. Now and in the future, the leaders will be those who have the best questions so they can access the best answers. They will not waste time and resources on solving problems that don’t matter to the future of the organization or customers’ and employees’ satisfaction.

If we look at what is working well instead of focusing on problems and trying to fix blame, we can better envision achieving big picture goals. We validate what’s been done, build energy/momentum, build a sense of team, and constantly look for the next do-able thing to accomplish. In the process of “being on a roll,” we get better at being on a roll; resistance dissolves. People increase their confidence and competence, feel more aligned with the organization, and feel more personally accountable for its success. Focus changes to what is working, what do we want more of and how to get it done, and then what else needs doing, and after that what else?

Doug told the audience that if we are personally stuck, or if our organization is stuck in a rut or an old mind set, it is not because there is no solution; it’s because we are not asking the right questions. Leaders are everywhere; they ask the right questions. Hear and heed them, and support their

leadership.

**Where in EPA can this information be used?** Everywhere

**Any commitments to follow-up action at EPA:** Participants were enthusiastic about possibilities.

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